



State of California

Employment Training Panel

Arnold Schwarzenegger, Governor

August 21, 2008

Kathy Wojno, Interim Chief Nursing Officer
Hollywood Presbyterian Medical Center
1300 N. Vermont
Los Angeles, CA 90027

Dear Ms. Wojno:

RE: FINAL MONITORING REPORT for Hollywood Presbyterian Medical Center - ET07-0108

Date of Visit	06/17/08 and 08/13/08
Time of Visit	9:00 a.m. to 2:45 p.m. and 9:00 a.m. to 10:30 a.m.
Location of Visit	Los Angeles
Persons in Attendance	Linda Kim, Director of Education, HPMC Clarissa Wallace, In-Service Coordinator, HPMC Naomi Weingart, ETP Contract Analyst
Date of Last Visit	11/27/07
Action Required	No

CONTRACT INFORMATION

Term of Agreement	07/05/06 – 07/04/08	Agreement Amount	\$728,832
Type of Trainee	Retrainee	Number to Retain	802
Date Training Began	07/24/06	Range of Hours	24 - 300
Date Training Must Be Completed	04/05/08	Weighted Avg Hours	36 -300

TRAINING STATUS

Project Statistics Provided by the Contractor

Trainees Started Training	281	Completed Training	108
Trainees Enrolled	281	Completed Retention	108
Dropped Following Enrollment	159	In Retention Period	0
Completed Min Reimbursable Hours	108		

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ETP (04/15/05)

Training Status (continued):

The project data above corresponds to the August 21, 2008 ETP Contract Status Report and the online Forms and Class/Lab Tracking systems.

Training began July 24, 2006 and ended April 3, 2008. All trainees completed the 90-day retention period by July 4, 2008. During the course of the program, your contract was modified three times:

- October 2006: the signatory and contact person were changed;
- October 2007: the 300-hour, fixed reimbursement plan for new nurse graduates in Job 2 was changed to a variable reimbursement plan of 24 to 300 hours; the curriculum was revised; clinical/preceptor training was capped at 120 hours; and Job 2 was renumbered Job 3; and
- February 2008: several occupations were added to the list of employees eligible to receive Advanced Technology (AT) training.

The ETP Class/Lab Tracking system shows that 37 Job 1 trainees completed 1,529 hours of training, and 71 Job 3 trainees completed 13,385 hours; most of the classes you delivered were in Advanced Technology (AT) with a few additional courses in Continuous Improvement. Ms. Wallace said that the most of the drops were for individuals that received fewer than 24 hours of training due to internal time constraints.

The tracking system shows that you provided 3,338 standard training hours x \$13 = \$43,394; and 11,576 AT hours x \$20/hour = \$231,520, for total potential earnings of \$274,914, or 38% of the contract funding. You have already been reimbursed \$179,181 in unearned progress payments, which leaves a balance of \$95,733. These amounts may be modified by any findings made during the Fiscal closeout.

Ms. Kim stated that the training department has a small budget and that, prior to ETP, training was given on a very limited basis, even to new nursing staff. ETP funding has allowed the hospital's training department to increase its budget, provide more training, and improve the level of patient care. Training has provided workers with more educational opportunities, and HPMC was able to bring in more outside vendors to provide additional courses such as ACLS. Ms. Kim indicated that employee feedback has been good and that the hospital now conducts regular needs assessments and can offer classes to address specific employee needs and requests. Some trainees have become trainers and the quality of classes has improved.

Ms. Kim explained that several problems occurred during the contract term. First, staff that initially developed the training program was overly optimistic in determining the amount of training that could be provided. New nurse graduates were all scheduled for 300 hours of training: not only was this total overstated, but everyone did not need the same number of hours. The curriculum for new nurse trainees consisted exclusively of Advanced Technology when, in reality, trainees also needed several Continuous Improvement courses which were omitted from their plan. In addition, several other occupations needed but were not designated for Advanced Technology courses.

Training Status (continued):

In addition, staff changes during the contract term caused delays in the training schedule as new staff had some difficulty interpreting contract requirements and hesitated to ask the ETP Monitor for assistance. Recordkeeping online was useful, but staff felt that there were several stumbling blocks (such as the inability to return to previous screens, especially during invoicing, and not being able to correct tracking errors without consulting the ETP Monitor).

Finally, Ms. Kim reported that the hospital gave a significant number of training hours for classes that were not listed on the ETP curriculum (especially for non-nursing staff), and that staff could have taken better advantage of the Agreement Modification procedures to request additional courses and occupations be added to the Agreement. Monitoring was available as needed and no deficiencies were cited.

ATTENDANCE ROSTERS

The Monitoring Analyst reviewed complete training records for 28 trainees from Job 1 (12) and Job 3 (16) for both standard and Advanced Technology training, and noted that recordkeeping improved dramatically over the course of the contract. The Monitor found that the Training Plan was followed, the Curriculum in Exhibit B was delivered as amended, and the trainer to trainee ratio was maintained. Records also showed that clinical/preceptor hours for nurse trainees, capped at 120 hours, were recorded properly in the tracking system.

The Monitor identified one anomaly that should be corrected: clinical/preceptor multiple-day rosters correctly identified Advanced Technology as the Type of Training, but listed the course title as Clinical Orientation, which does not match Exhibit B, Curriculum. Staff indicated that new nurse trainees receive several different topics each day. For future audit purposes, the Monitor advised you to draft a cover letter explaining the content of the clinical/preceptor training for new RNs, and to keep a copy on file with the rosters and with the curriculum for reference.

It is your responsibility to ensure that 100% of all training records are in compliance with Panel requirements prior to the closeout of this Agreement (Reference: Title 22 California Code of Regulations, Section 4442).

INVOICES

To date, you have been reimbursed \$179,181 in unearned P1 and P2 progress payments (enrollment and completion of training). The Monitor discussed Fiscal closeout procedures. Since your contract expired on July 4, 2008; the ETP Fiscal Closeout should be submitted by August 5, 2008. You will earn reimbursement for trainees that completed training, the 90-day retention period, and earned wages of \$21.50/hour and \$25.00/hour (including health benefits) for Jobs 1 and 3 respectively.

AUDIT

Hollywood Presbyterian Medical Center will be notified in writing if this Agreement is selected for a field audit (conducted at your worksite) or a desk audit (conducted by telephone). Audit Notification and Confirmation letters will be sent in advance to allow ample preparation time, and will include a list of documentation that the auditor may examine. Original training attendance documentation is required; photocopied records are not acceptable. Listed below are types of records typically requested during an ETP field audit:

Audit (continued):

- Training attendance records such as rosters and sign-in sheets
- Payroll records of individual trainees to verify wage and hours worked
- Personnel records regarding occupation and dates of employment
- Documentation of employer paid health benefits (if applicable)
- Cash receipts to verify receipt and accounting of ETP funds

RECORD RETENTION

Records must be retained within your control and be available for review at your place of business within the State of California. This responsibility will terminate no sooner than four (4) years from the date of the termination of the Agreement or three (3) years from the date of the last payment by ETP to the Contractor, or the date of resolution of appeals, audits, claims, exceptions, or litigation, whichever is later.

Please contact your Monitoring Analyst within ten working days at (818) 755-3633 or nweingart@etp.ca.gov if you have any questions or comments. Thank you for your participation in the ETP training program.

Sincerely,

Signature on File

Dolores Kendrick, Manager
Los Angeles Regional Office

Signature on File

Naomi Weingart, Contract Analyst
Los Angeles Regional Office

Cc: Linda Kim, Director of Education, HPMC (email)
Clarissa Wallace, In-Service Coordinator, HPMC (email)
David Guzman, Chief, ETP Program Operations Division (email)
ETP Master File
ETP Project File

Date report mailed to Contractor 08/22/08